



COMMANDER NAVY REGION NORTHWEST

Sustainability Program Goals

December 2004

One Team – One Vision

Navy Region Northwest exists first and foremost to support the Fleet. Our support is essential to provide Naval forces ready and able to execute our Nation's defense requirements.



RDML Leendert R. Hering, Sr.,
Commander, Navy Region Northwest
Commander, Naval Surface Group Pacific Northwest

Puget Sound is the U.S. Navy's third largest fleet concentration area. The Department of the Navy spends about \$2.8 billion annually in the region, which is home to approximately 26,000 active duty members, 16,000 civilian employees, 6,000 drilling reservists, 80,000 family members, and 45,000 Navy retirees. Region installations and facilities occupy more than 28,000 acres of land.

Commander Navy Region Northwest (CNRNW) will support Sea Power 21 while also investing in manpower, current readiness, future readiness, quality of service, and alignment.

Commander Navy Region Northwest is committed to meeting the needs of the mission in a way that secures long term viability while enhancing our community and the environment for future generations. To support this commitment, Commander Navy Region Northwest is committed to effectively and efficiently managing Navy assets, developing and supporting a qualified and well-trained workforce so that they can provide high quality services, promoting and implementing smart development, and protecting natural resources through resource conservation and adaptive management. This commitment is based on the Navy's understanding of its reliance on, and ability to affect, the environment and the community.



CNRNW's Philosophy of Sustainability

To focus its efforts, Commander Navy Region Northwest has adopted Sustainability as the guiding principal for strategic planning of mission and installation management. It is the Navy's obligation to ensure that we have all the resources needed, including training grounds, to complete the Navy mission. Further, it is the Navy's obligation to conserve and protect these resources for use in the future and to support a healthy environment in which Sailors, their families, the civilian workforce, and their communities can live.

Sustainability connects our activities today to those of tomorrow with sound business practices, personnel management, community relationships, and environmental stewardship. We have learned over the past decades that simply conducting our activities in compliance with regulations will not ensure that we will be able to sustain our mission. We must strive to become systems thinkers if we are to benefit from the interrelationships of the triple bottom line of sustainability: mission, community, and environment. To sustain the future Navy, we must implement effective policies and practices that safeguard America and its people in a manner that our nation expects of us.

Commander Navy Region Northwest will link the strategic planning cycle, the annual business plan development, and the continuous improvement process of the Sustainability Management System to sustain the Navy mission, uphold the community, and protect the environment.

By focusing on Sustainability, Commander Navy Region Northwest will ensure its ability to provide for and support:

- **Operational efficiency, thus reducing the need to divert funds from mission critical activities.**
- **Sailor quality of life.**
- **Access to diverse training environments and to natural assets*.**
- **Healthy communities.**

*Natural Assets are the air, water, land, and resources required to conduct military missions at installations, ranges, and operating areas.



Mission –

The mission of the Navy is to maintain, train, and equip combat-ready naval forces capable of winning wars, deterring aggression, and maintaining freedom of the seas.



Community –

The people, places, organizations, and agencies that live or operate in the vicinity of the Command and have the potential to be affected by or to affect Navy activities.

Environment –

The complex of physical, chemical, and biotic factors that have the potential to support or restrict Navy activities.



MISSION

Commander Navy Region Northwest will support the Navy mission through effective management of military assets and by developing and supporting a qualified and well-trained workforce.

Military Assets

Without the sustainable management of Navy assets, including training ranges and installations, the Navy will lose the ability to train its Sailors. Encroachment from urban development, increasingly restrictive regulations, and declining shore infrastructure budgets are affecting Commander Navy Region Northwest's capabilities to support readiness and training.

Additionally, the need for multi-Service responses to aggression against the U.S. requires increased cooperation among the Department of Defense Services.



Human Capital

Even though overall Navy retention behavior is excellent, certain critical ratings show current or future shortages in their respective rating profile. Many of these critical ratings are in high-tech specialties, for which it has been difficult to recruit and retain talented personnel. Additionally, a significant portion of the Civilian workforce is nearing retirement age. As a result of recruiting fewer young, technically oriented people in recent years, the Navy's workforce is facing a potential shortage of experienced people in the out-years. Balancing the skill mix remains a key focal point of Navy's personnel strategy.

Manpower remains the Navy's number-one priority, and ensuring a high quality of service is an essential element of the Service's ability to attract and keep the best and brightest people.



Military Assets

GOAL: CNRNW will manage ranges and installations in a sustainable way to meet current and emerging needs

Commander Navy Region Northwest will focus its efforts on fully defining and assessing ranges and installations – their characteristics, functions, encroachment and sustainment issues, regulatory requirements, and funding needs – to ensure that they are operated in such a way that current and emerging military needs are met. Where practicable, the Region will work jointly with the other Services and with local communities to complete this effort. Commander Navy Region Northwest will protect military range and installation capabilities that are vital to readiness and training.

Objectives

- Fully implement the CNRNW Sustainability Management System by 2010.
- Develop and implement management plans and identify appropriate mitigating measures, best management practices, and standard operating procedures by 2010.
- Develop plans to address specific encroachment issues affecting ranges and installations while preserving and enhancing mission capabilities by 2015.



GOAL: CNRNW will promote and support the continual improvement of military assets through the adoption of improved technologies and improved design, maintenance, and operational practices.

Working in partnership with the other Services, Commander Navy Region Northwest will support Navy goals of continual improvement and interchangeability of military assets. The Region will incorporate sustainability life-cycle considerations in military asset acquisition processes. The Region will promote the use of renewable non-polluting energy sources for all military assets. Additionally, the Region will participate in pilot demonstrations of ships, ground vehicles, aircraft, and other military assets independently and with others.

Objectives

- Participate in at least one pilot demonstration each budget cycle.
- Participate in at least one inter-Service planning event annually.
- Have CNRNW Sustainability Working Group members participate on sustainable life-cycle acquisition working groups.



Human Capital

GOAL: CNRNW will develop and enhance human capital

Commander Navy Region Northwest will identify the capabilities and competencies needed for mission accomplishment; apply a career-long training and education continuum; and employ a responsive, interactive career management system to ensure the right skills are in the right place at the right time. Our goal is to create a Navy in which all Navy personnel are optimally assessed, trained, and assigned so that they can contribute their fullest, and continue to contribute over the long term, to mission accomplishment.



Objectives

- As a pilot, identify and forecast all personnel requirements by 2007 in the Environmental Department.
- Identify and forecast all personnel requirements for all departments by 2010.
- Develop and implement a training management system for Navy civilian personnel by 2010.

***The Navy's people —
Active, Reserve, and Civilian —
are the most essential part of our war fighting capability.***

GOAL: CNRNW will enhance the quality of service by leveraging technology

The Region will use technology to improve operations, increase the safety of those operations, and be sustainable. Navy personnel will be trained in the use of these technologies to enhance the quality of their service and working environment. The focus will be on enhancing the level of interest and value of accomplishment that personnel have in their work. We will ensure that every billet enhances combat readiness and that every job makes maximum use of the technology and tools available.

Objectives

- Stay abreast of technology requirements by participating in inter-agency and inter-Service assessment teams.
- Assess, resource, and implement technologies that enhance the quality of service.



COMMUNITY

As one of the largest employers and landowners in the Puget Sound, the Navy has the potential to significantly affect and be affected by the community. Partnerships between the Region and the community provide benefits to both by lowering project costs, fostering good relationships, building advocates for programs, and sharing costs and resources efficiently. By focusing on the community, the long-term sustainability of the Region's mission is also supported.

Working with the local community is not new to Commander Navy Region Northwest. The Navy has partnered with regulators, other Federal agencies, state and local governments, tribes, and local citizen groups to accomplish various objectives, share resources, access expertise, and resolve regulatory issues. Partnering with the community is essential for the Navy to successfully address complex encroachment, personnel, and economic issues.

By focusing on sustainability, the Region will foster development of a community in which military, civilian, and contractor personnel; their families; and other community members will want to live.

Smart Development

Poor planning and resource use by the Navy can result in adverse impacts to the economic viability of the local communities, human and ecosystem health, and, ultimately, the sustainability of the Navy mission, itself. The Navy's goals are to reduce the potential burden that the Navy has on natural infrastructure that is shared by the Navy and the community.

Commander Navy Region Northwest will focus its smart development initiatives on promoting active participation in community planning efforts; participating in community partnerships; publicizing the Navy's efforts and successes; and constructing, operating, and maintaining sustainable facilities.

Education

With more than 150,000 people in the area directly affected by the Navy, it is essential that Commander Navy Region Northwest support the community by promoting local training, apprenticeship programs, and hiring practices that foster economic development and stability. Additionally, the Region will ensure that all Navy personnel – military, civilian, and contractors – understand their potential to affect the sustainability of the Navy mission, the community, and the environment.



Smart Development

GOAL: CNRNP will participate in cooperative land use planning within military services and between communities

Through more cooperative land use planning, the Region will support more effective, economically stable, and environmentally conscious land and resource use. The Region will make the best use of land and resources available by participating in Joint Services, local, and regional land use planning. These efforts will focus on optimizing the use of community shared assets, identifying and delineating roles, incorporating species and habitat protection as part of land use planning, and increasing efforts to foster and maintain trust among all parties.

Objectives

- Develop land use criteria and incorporate these criteria into the Sustainability Management System to optimize mission capabilities and minimize adverse impacts to the community and the environment by 2007.
- Develop a systematic approach for analyzing land use and growth plans to set priorities for buffer land acquisitions and easements by 2010.
- Identify and pursue opportunities to create buffer zones around installations and ranges by 2015.
- Participate in community land use planning efforts.



GOAL: CNRNP will partner with the community to enhance its operations

The Region will work cooperatively with local, state, tribal, and Federal agencies and governments; the other Services; academia; and community groups to enhance military operations. These efforts will focus on understanding the capabilities of the various local, state, and national service providers – private and governmental; how they are best suited to support the Navy mission; and how to enhance the economic development of the community. Additionally, the Region will communicate the Region's sustainability efforts and successes and engage in collaborative discussions to identify solutions that will benefit the Navy and its community.

Objectives

- Formalize existing advisory councils in which the Region is a partner.
- Meet regularly and actively liaise with Federal and state regulatory agencies.
- Develop and implement a proactive public affairs program to communicate the Navy's successful sustainability efforts by 2006.
- Partner and pilot at least one community sustainability project by 2008.



GOAL: CNRNW will build sustainable facilities

Navy facilities will be designed, built, operated, and maintained so as to reduce environmental impacts, promote greater worker productivity, endure longer, and cost less. The Region will construct the infrastructure necessary to support its mission by adhering to recognized performance standards.

Objectives

- Reduce building operation and maintenance costs from ninety percent of a building's life-cycle cost to twenty percent of a building's life-cycle cost by 2025.
- Require that all new facilities adhere to the LEED silver standard for sustainable facilities by 2015.
- Assess and rate all existing buildings against the LEED performance standards by 2015.
- Construct and showcase one Navy building that meets LEED silver standards by 2008.



The Seattle Public Library incorporates sustainable systems and is designed to achieve LEED silver status.



Education

GOAL: CNRNW will support local training, apprenticeship programs, and hiring practices

The Region will support the Navy mission by helping sustain Navy, civilian, and contractor families. The Region will identify and provide local families with opportunities to learn and advance into the mission culture. The Region will create local employment opportunities by developing and supporting local community programs that produce employable, well-trained people capable of sustaining the Navy mission. The Region will focus on expanding existing programs for the military to the rest of our community.

Objectives

- Identify and assess opportunities for apprenticeship, mentoring, tutoring, and internship programs within CNRNW by 2008.
- Identify and pursue new partnership opportunities with local educational institutions.



A trained and educated workforce sustains and supports the Navy mission.

GOAL: CNRNW will provide sustainability training to all personnel

Commander Navy Region Northwest will train all military, civilians, and contractor employees to recognize and address the sustainability of their daily actions with regard to the mission, the community, and the environment.

Objectives

- Complete executive level sustainability training by 2005.
- Identify and augment existing training programs to include sustainability training by 2008.



ENVIRONMENT

Commander Navy Region Northwest's environmental conservation and preservation efforts contribute to ensuring continued access to essential resources, such as clean water, air, and land; protecting human and community health; and conserving the viability and diversity of species, habitats, and ecosystems. By protecting the environment, the Navy hopes to guarantee access to the natural infrastructure needed to train military forces while setting an example of environmentally sustainable management practices to others.



Resource Conservation

Low levels of knowledge and lack of consciousness regarding resource use and importance have contributed to wasteful practices and systems. For the Navy, these wasteful practices and systems divert essential funds from mission-critical activities. Improved efficiency and conservation can result in impressive savings of both resources and money. For example, recycling paper saves energy, water, and space in landfills and reduces disposal fees. Better operations planning with regard to resource demand charges provides one of the best opportunities for the Navy to reduce costs. For example, supplying shore electricity to a submarine for one hour can cost \$77 during off-peak times, but during peak demand times, the cost can be \$22,500.

Natural Resources Management

The Navy is responsible for complying with multiple environmental laws, such as the National Environmental Policy Act, the Endangered Species Act, and the Marine Mammals Protection Act, that require conservation and protection of natural resources that are present on Navy lands or that have the potential to be affected by Navy activities. Encroachment from urbanization has resulted in many Navy installations becoming home to Federally- and state-listed endangered and threatened species. The importance of these species and their habitats to Native American Tribes and other stakeholders makes it imperative for the Navy to exhibit leadership in its stewardship activities. Properly managing complex ecosystems requires the use of adaptive and ecosystem management techniques. Comprehensive planning and cooperative partnerships are essential for sustainable management of these resources.



Resource Conservation

GOAL: CNRNW will reduce energy use and increase energy efficiency

The Region is on track to comply with the requirements of Executive Order 13123, which requires a reduction in energy use of 35% by 2010 over FY85 baseline data. In addition to reducing energy costs, the implementation of energy efficient systems has the potential to improve the quality of work life, lower employee turnover, increase retention, enhance the image of the Navy, improve the livability of the community, and increase the Navy's productivity.

Objectives

- Replace all incandescent and fluorescent bulbs with high-efficiency compact fluorescent bulbs by 2007.
- Evaluate existing equipment to identify opportunities for increasing energy efficiency by 2010.
- Establish alternative fueling infrastructure in Kitsap County, Washington by 2009.
- Increase the procurement of alternative fuel vehicles for light duty vehicles to 75% through the GSA contract by 2010.
- Pilot one alternative energy demonstration project by 2010.
- Pilot the conversion of Navy assets to biodiesel and increase use of bio-diesel by 2012.
- Implement energy efficiency improvements and new technologies in at least one industrial process by 2010.
- Never stop the emphasis on energy awareness and energy efficiencies as new technologies continue to be developed.

GOAL: CNRNW will increase knowledge and awareness of resource conservation issues

The Navy is committed to ensuring that all military, civilian, and contractor personnel understand the significance of their contribution to the Navy's goal of achieving resource-efficient operations. The Region will provide training to all personnel to foster a conservation mindset that supports efficient use of resources such as water, minerals, and agricultural products. The Region will also work with its partners to ensure ongoing access and protection of resources from acts of aggression.

Objectives

- Train building managers and resource managers on energy conservation and demand reduction by 2007.
- Implement Command-wide resource conservation training by 2009.
- Partner with the local community to prevent eco-terrorism.



GOAL: CNRNW will implement sustainable resource and materials management practices

Commander Navy Region Northwest actively manages solid and hazardous waste, hazardous materials, and recyclable materials. Additionally, the Region promotes water conservation. To further reduce waste generation and to improve use of resources, the Region will focus on improving product and material life-cycle efficiencies. These efforts will focus on making improvements to product and material acquisition and distribution systems and increasing recycling, reuse, and waste minimization efforts.

Objectives

- Develop a Regional affirmative procurement strategy by 2008.
- Develop a waste reduction procurement strategy by 2010.
- Continually reduce the net cost of solid waste management by eliminating refuse generation and increasing recycling.
- Reduce hazardous waste disposal from a FY05 baseline by 50% by 2025.
- Develop and implement a water auditing system by 2010.
- Reduce water use from a FY05 baseline by 40% by 2025 by using closed loop cooling systems, recirculation, more effective maintenance, and digital sensors.



Naval Air Station Whidbey Island's Compost Facility

GOAL: CNRNW will reduce pollutant discharges to air, water, and land

The Region complies with environmental regulations and permits that restrict the emission of pollutants to air, water, and land. The Navy will further enhance its compliance and stewardship efforts by focusing on identifying and implementing technologies and practices designed to further reduce the emission of pollutants to the environment. This goal will support the Navy's efforts to enhance environmental quality while protecting vital resources from harmful contamination that has the potential to reduce the quality of life of military, civilian, and contractor personnel; their families; and other community members.

Objectives

- Characterize and assess air emissions from Navy operations by 2008.
- Reduce air emissions from a FY05 baseline by 60% by 2025.
- Characterize and assess water emissions from Navy operations by 2010.
- Reduce water emissions from a FY05 baseline by 60% by 2025.



Natural Resources

GOAL: CNRNW will promote native species and habitat conservation

The Region is steward of more than 78,000 acres. Increased urbanization in local communities has reduced the availability and quality of habitats off of Navy installations, thereby increasing the importance of conserving existing habitats on Navy land. The Region is committed to applying ecosystem and adaptive management techniques to enhance habitats for native species. To further support natural resources management, the Region will support development and implementation of eco-friendly construction methods and technologies such as bubble curtains and soft-bank stabilization methods.

Objectives

- Identify a list of natural resource mitigation projects to offset habitat loss resulting from mission-essential construction and activities by 2010.
- Use only native species in newly landscaped areas and when replacing existing landscaped areas by 2010.
- Complete site conversion on 50 acres of scotch broom to conifers by 2025.

GOAL: CNRNW will foster effective stewardship through partnerships

To enhance natural resources management, the Region will partner with local, state, and Federal agencies; tribes; academia; and community groups to promote public awareness of environmental stewardship and to design and implement conservation projects. The Navy's efforts will focus on conducting and promoting community events, such as Earth Day and tours, and communication efforts, such as newspaper articles.



Objectives

- Pilot and showcase at least one cooperatively planned demonstration project by 2010.
- Participate in community natural resources management efforts.
- Meet regularly and actively liaise with Tribes and Federal and state regulatory agencies.
- Develop and implement a proactive public affairs program to communicate the Navy's successful natural resources management efforts by 2007.



REFERENCES

2004 Department of Navy Environmental Priorities

A Strategy for Incorporating Natural Infrastructure Capability Concepts in the Department of Defense (Draft)

Balancing Mission Needs and Environmental Stewardship to Sustain the Training and Testing Landscape: A Summary of the Inaugural Meeting of the Defense Environmental Forum

Fort Lewis Executive Summary Five-Year Plan: Sustainability Implementation Plan

Naval Power 21 . . . A Naval Vision

Sea Power 21

Sustain the Mission, Secure the Future: The Army Strategy for the Environment

U.S. Navy Chief of Naval Operations Guidance for 2004

Vision, Presence, Power 2004: A Program Guide to the U.S. Navy

